

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**THE EFFECT OF PERFORMANCE MANAGEMENT ON EMPLOYEE
PRODUCTIVITY IN TELECOM COMPANIES IN MOGADISHU
SOMALIA**



ABDULKADIR YUSUF MOHAMUD

**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
AUGUST 2019**



Pusat Pengajian Pengurusan
Perniagaan

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengesku bertandatangan, mempersukukan bahawa
(I, the undersigned, certified that)

ABDULKADIR YUSUF MOHAMUD (823763)

Calon untuk Ijazah Sarjana

(Candidate for the degree of)

MASTER OF HUMAN RESOURCE MANAGEMENT

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

**THE EFFECT OF PERFORMANCE MANAGEMENT ON EMPLOYEE PRODUCTIVITY
IN TELECOM COMPANIES IN MOGADISHU SOMALIA**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu
dengan memuaskan.

(That the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered
by the research paper)

Nama Penyelia
(Name of Supervisor)

DR. HAFIZ MUHAMMAD FAREED

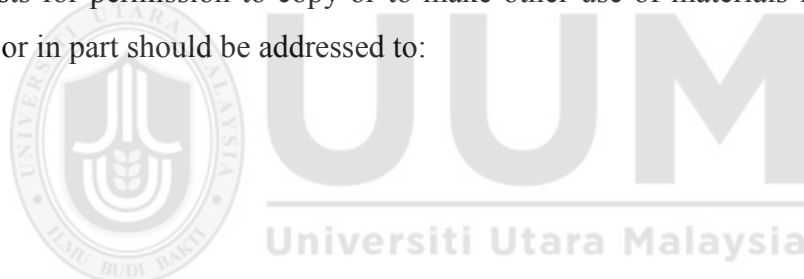
Tandatangan
(Signature)

Tarikh
(Date)

5 OGOS 2019

Permission to Use

This dissertation / project paper in partial fulfillment of the requirement for the award of a postgraduate degree from Universiti Utara Malaysia. I agree that the University Library may make it freely available for inspection. I further agree that permission for the copying of this dissertation or project paper in any manner, in whole or in part, for the scholarly purpose may be granted by my supervisor(s) or, in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business. I shall be understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis. Requests for permission to copy or to make other use of materials in this thesis, in whole or in part should be addressed to:



Dean, Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia,
0601 0 UUM
Kedah Darul Aman

Abstract

Somalia is currently in the midst of a telecommunications boom driven by private investors, who have created a mass market with the cheapest calling rates in Africa. Private investors have put an estimated \$194 million into Somalia's telecommunications sector over the last ten years. Despite all, it is believed that in Somalia, Lack of proper training, reward system, lack of recognition and feedback, are the main aspects that hinder the level of the employee's productivity in Telecommunication Sector. Therefore, the objective of this study is to examine the relationship between performance appraisals, reward system, training, and employee productivity in telecom companies in Mogadishu Somalia. The respondents of this study were management staff of Hormuud, Somnet, and Somtel headquarters in Mogadishu Somalia. A total of 162 questionnaires were distributed to employees of these three companies by using an online survey, only 110 were useable for analysis. The data was analyzed using SPSS Version 25 to achieve the objectives of the study. The finding of this study has revealed that Performance Appraisal, Reward system, and Training have a positive and significant correlation with employee Productivity. Furthermore, the research framework of this study will contribute to the literature in the context of employee productivity. It will also help Hormuud, Somnet, and Somtel managers to have a further understanding of the correlation of performance appraisal, Reward system, and Training on Employee Productivity. Finally, some limitations have paved the direction for future research.

Keywords: Employee productivity, performance management, performance appraisal, reward system, training.

Abstract

Somalia kini berada di tengah-tengah ledakan telekomunikasi yang didorong oleh pelabur swasta, yang telah mewujudkan pasaran massa dengan kadar panggilan paling murah di Afrika. Pelabur swasta telah meletakkan anggaran \$194 juta ke sektor telekomunikasi Somalia sejak sepuluh tahun yang lalu. Walaupun begitu, dipercayai di Somalia, Kekurangan latihan, sistem ganjaran, kekurangan pengiktirafan dan maklum balas, adalah aspek utama yang menghalang tahap produktiviti pekerja dalam Sektor Telekomunikasi. Oleh itu, objektif kajian ini adalah untuk mengkaji hubungan antara penilaian prestasi, sistem ganjaran, latihan, dan produktiviti pekerja di syarikat telekom di Mogadishu Somalia. Responden kajian ini ialah kakitangan pengurusan Hormuud, Somnet, dan ibu pejabat Somtel di Mogadishu Somalia. Sebanyak 162 soal selidik diedarkan kepada pekerja ketiga-tiga syarikat dengan menggunakan kaji selidik dalam talian, hanya 110 yang boleh digunakan untuk analisis. Data dianalisis dengan menggunakan SPSS 25 untuk mencapai objektif kajian. Dapatan kajian ini menunjukkan bahawa Penilaian Prestasi, Sistem Ganjaran, dan Latihan mempunyai hubungan positif dan signifikan dengan Produktiviti pekerja. Tambahan pula, rangka penyelidikan kajian ini akan menyumbang kepada literatur dalam konteks produktiviti pekerja. Ia juga akan membantu pengurus Hormuud, Somnet, dan Somtel untuk memahami lebih lanjut mengenai korelasi penilaian prestasi, sistem Ganjaran, dan Latihan untuk Produktiviti Pekerja. Akhirnya, beberapa batasan telah membuka arah untuk penyelidikan masa depan.

Kata kunci: Produktiviti pekerja, pengurusan prestasi, penilaian prestasi, sistem ganjaran, latihan.

Acknowledgement

In the name of Allah SWT, the Most Gracious and Most Merciful, All praises to Allah for the completion of this study. Without support from Allah, the completion of this dissertation would not have been possible. Firstly, my love and appreciation goes to both my beloved parents Yusuf Mohamud and Hamida Abdulkadir, for all their prayers, motivation, and supports during this academic journey. Further, my special gratitude goes to my humble and helpful supervisor, Dr. Muhammad Fareed for his thoughtful guidance, patience and marvelous suggestions throughout the research period. May Allah reward them abundantly and continue to guide them in all their future endeavors. I would like to give my gratitude to my Big Brother Abdullahi Yusuf Mohamud who has fully supported my study financially, morally. The University continuous trust provides me invaluable support and making it possible to achieve my dreams. My gratitude to my friends back home and in UUM who have supported me and to my classmates who I could describe as a great people in nutshell, I would like to express thousands of heartfelt thanks to all persons who supported and assisted me directly or indirectly in completing the study. Thank you all.

Table of Contents

Permission to Use	i
Abstract.....	ii
Abstract.....	iii
Acknowledgement	iv
Table of Contents.....	v
List of Tables	ix
List of Figures.....	x
List of Abbreviations	xi
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study.....	1
1.2 Problem Statement	5
1.3 Research Objective.....	7
1.4 Research Questions	7
1.5 Scope of the Study	8
1.6 Significance of the Study	8
1.7 Definition of Key Terms	9
1.7.1 Employee productivity.....	9
1.7.2 Performance management.....	9
1.7.3 Performance appraisal.....	10
1.7.4 Reward system	10
1.7.5 Training.....	10
1.8 Organization of the Thesis	10
CHAPTER TWO: LITERATURE REVIEW	12
2.1 Introduction	12
2.2 Employee productivity	12
Definition of employee productivity.....	12
2.3 Performance management.....	15
2.3.1 Dimensions of Performance management	15
2.3.1.1 Performance Appraisal	15

2.3.1.2 Reward System	17
2.3.1.3 Training	19
2.4 Relationship between performance appraisal and employee productivity.....	20
2.5 Relationship between Reward System and Employee Productivity	22
2.6 Relationship between Training and Employee Productivity.....	23
2.7 Theoretical Perspective	25
2.7.1 Expectancy Theory	25
CHAPTER THREE: METHODOLOGY.....	27
3.1 Introduction	27
3.2 Theoretical Framework	27
3.3 Hypotheses Development.....	28
3.3.1 Performance appraisal.....	28
3.3.2 Training.....	28
3.3.3 Reward system	29
3.4 Research Design.....	29
3.5 Population and Sampling Technique	30
3.5.1 Target Population.....	30
3.5.2 Sample size and Sampling Technique	30
3.6 Measurement of Variables	31
3.6.1 Performance appraisal.....	31
3.6.2 Reward system	34
3.6.3 Training.....	36
3.6.4 Employee productivity.....	38
3.7 Data Collection Method	39
3.8 Reliability and Validity of the Measurement.....	40
3.8.1 Reliability.....	40
3.8.2 Validity	40
3.9 Statistical Analysis	41
3.9.1 Pearson Correlation Analysis.....	41
3.9.2 Multiple Regression Analysis	41
3.10 Summary	42

CHAPTER FOUR: FINDINGS AND DISCUSSION.....	43
DISCUSSION OF FINDINGS	43
4.1 Introduction.....	43
4.2 Response Rate	43
4.3 Data Screening and Cleaning.....	44
4.3.1 Normality Test	44
4.3.2 Outliers.....	45
4.3.3 Multicollinearity	47
4.3.4 Linearity Test.....	48
4.4 Demographic Profile	48
4.5 Descriptive statistics.....	50
4.6 Reliability Analysis.....	51
4.7 Hypothesis Testing.....	52
4.7.1 Pearson Correlation Analysis.....	52
4.8 Multiple Regression Analysis	55
4.9 Summary	57
CHAPTER FIVE: DISCUSSION, RECOMMENDATION AND	
CONCLUSION.....	58
5.1 Introduction.....	58
5.2 Summary of Findings.....	58
5.2.1 Performance appraisal and employee productivity.....	59
5.2.2 Reward system and employee productivity	60
5.2.3 Training and employee productivity.....	61
5.3 Implication of Study.....	62
5.3.1 Theoretical Implications	62
5.3.2 Practical Implications.....	63
5.4 Limitations of the Research	63
5.5 Recommendations for Future Research	64
5.6 Summary	Error! Bookmark not defined.
REFERENCES.....	65
APPENDIX 1: QUESTIONNAIRE.....	78

APPENDIX 2 ANOVA SAMPLE SIZE.....	84
APPENDIX 3 SAMPLE SIZE	85



List of Tables

Table 3.1 Population of selected telecom companies	30
Table 3.2 Performance appraisal.....	31
Table 3.3 Reward system.....	34
Table 3.4 Training.....	36
Table 3.5 Employee Productivity.....	38
Table 4.1 Summary of Distributed Questionnaires.....	43
Table 4.4 Normality analysis: Skewness and Kurtosis Ratio	45
Table 4.2 Residuals statistics from SPSS Output	46
Table 4.3 Tolerance and VIF Collinearity Statistics.....	47
Table 4.5 Respondent's profile	49
Table 4.6 Descriptive Statistics for the Variables.....	51
Table 4.7 Test of Reliability for the variables.....	52
Table 4.8 Correlation Value and the Strength of Relationship	53
Table 4.9 the Results of Pearson Correlation Analysis.....	54
Table 4.10 the Result of Hypothesis Testing for Correlational Test.....	55
Table 4.11 Summary of the standard multiple regression Model (N= 110)	56
Table 4.12 Regression Coefficients	56

List of Figures

3.1 Figure Research framework.....	27
4.1 Figure Linearity test	48



List of Abbreviations

FSTU	Federation of Somali Trade unions
PAS	Performance appraisal system
MTN	Mobile Telephone Network
PSIRS	Plateau State Internal Revenue Service
TETFund	Tertiary Education Trust Fund
EMP	Employee Productivity
PAP	Performance Appraisal
RWS	Reward System
TRN	Training



UUM
Universiti Utara Malaysia

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employee productivity is an assessment of the efficiency of a worker or group of workers (Odhiambo, 2015). In Addition, Employee productivity is the relationship between output of goods and services and input of resources, human and non-human, used in the production process (Okeke, Onyekwelu, Akpua, and Dunkwu 2019). Robert and Tybout (2007) opine that employee productivity can be perceived as the measure of the relationship between the quantity and quality of goods and services produced and the quantity of resources needed to produce them (that is, factor inputs as labour, capital and technology)”. Therefore, According to Okeke, et al., (2019) today, two things are very common in businesses, first are rapid growth and expansion, and second is stiff competition. In addition, the authors explained that both require efficient and highly productive human resources.

Nowadays, the dynamic changes in the business environment, with changes in customer desires, the essential goal of each organization is to maximize their productivity and this will not happen without efficiency and productivity of employee (Adedayo, 2017). In fact, improving workers productivity has been one of the main objectives of each organization on the basis that large amounts of staff productivity provide organizations and their staff with various points of advantage. For instance, higher employee productivity prompts increasingly positive financial development, more prominent productivity, and better social development (Sharma & Sharma, 2014). Without productivity and its development, the basis of the

REFERENCES

- Abbas, Z. (2014). Identification of factors and their impact on employees' training and organizational performance in Pakistan. *Kasbit journal of management & social science*, 7(1), 93-109.
- Abdi, A. M., & Ali, A. Y. S. (2013). Innovation and business performance in the telecommunication industry in the Sub-Saharan African context: a case of Somalia. *Asian journal of management sciences & education*, 2(4), 53-66.
- Abdi, M. S., Ibrahim, A. A., & Hussein, J. M. (2017). The effect of motivation on employee performance: a Case study in Hormuud Company in Mogadishu Somalia. *International Journal of Development Research*, 9(11), 17009-17016.
- Abdul Rahim, R., Nasir, M., A. N., Mat Yusof, M., & Ahmad, N. L. (2013). Reward and Employee's Creativity: Case of Manufacturing Organization. *Global Journal of Business and Social Science Review*, 1 (4), 11-15
- Adedayo, A. E. (2017). Performance Management and Employee Productivity of Selected Manufacturing Companies in Lagos State, Nigeria (Doctoral Dissertation, Babcock University).
- Adeyanju, H. & Odunlami, I. (2009). Performance and Potential Appraisal. In Akinsanya, O., Peleyeju, J., & Ajayi, K. (eds.) *Personnel Administration*. Ibadan: Bethel Prints.
- Afroz, N. N. (2018). Effects of Training on Employee Performance-A Study on Banking Sector, Tangail Bangladesh. *Global Journal of Economics and Business*, 4(1), 111-124.
- Ahmad, N., Iqbal, N., Mir, M. S., Haider, Z., & Hamad, N. (2014). Impact of training and development on the employee performance: a case study from different banking sectors of north Punjab. *Nigerian Chapter of Arabian Journal of Business and Management Review*, 62(1882), 1-6.

- Ahmed, I., Sultana, I., Paul, S. K., & Azeem, A. (2013). Employee performance evaluation: a fuzzy approach. *International Journal of Productivity and Performance Management*, 62(7), 718-734.
- Akah, N. W. (2010). Employee Motivation and Performance: Ultimate Companion Limited. Douala-Cameroon, Master's Degree Dissertation.
- Aktar, S., Sachu, M. K., & Ali, M. E. (2012). The impact of rewards on employee performance in commercial banks of Bangladesh: an empirical study. *IOSR Journal of Business and Management*, 6(2), 9-15.
- Aktar, S., Sachu, M. K., & Ali, M. E. (2012). The impact of rewards on employee performance in commercial banks of Bangladesh: an empirical study. *IOSR Journal of Business and Management*, 6(2), 9-15.
- Amyan, M. M. (2016). The Impact of Training on the Performance of Employees Case Study Search and Rescue Team: Jordanian Civil Defense. *International Business and Management*, 12(3), 49-61.
- Armstrong, M. (2001). A Handbook Of Human Resources Management Practice (8th Ed). London: Kogan Page Limited.
- Armstrong, M. (2003). Strategic human resources management: A guide to action. UK: Kogan Page.
- Armstrong, M. (2009). Armstrong's Handbook of Human Resource Management Practice. 11th Edition, London: Kogan Page Limited.
- Armstrong, M. (2017). Armstrong's Handbook of Performance Management: An Evidence Based Guide to Delivering High Performance. London, United Kingdom: Kogan Page.
- Asika, N. (2004). Research methodology: A process approach. Nigeria: Mukugamu and brothers enterprise.

- Baron, A., & Armstrong, M. (2007). Human capital management: achieving added value through people. London: Kogan Page Publishers.
- Bratton, J, Gold, J., (2003), Human Resources Management: Theory and Practice, 3rd Ed. New York: Palgrave Macmillan.
- Buuri, D. W., Oktoi, R., Ojigo, J., Ndirangu, T. M., Ogott, E. S., Mpaka, F. T., & Okoth, B. Q. (2015). Performance Measurement Practices and Employee Productivity in the Insurance Firms in Kenya. Unpublished MBA Project, University of Nairobi, Nairobi.
- Byrne, B.M. (2010). Structural Equation Modeling with AMOS. Edisi ke-2. New York: Taylor & Francis Group.
- Cato, S. T., & Gordon, J. (2009). Relationship of the strategic vision alignment to employee productivity and student enrolment. *Research in Higher Education Journal*, 7, 1-20.
- Cavana, R. Y., Delahaye, B. L., & Sekaran, U. (2001). Applied business research: Qualitative and quantitative methods. Milton, Queensland: John Wiley & Sons Inc.
- Certo, S. (2015). Supervision: Concepts and skill-building (9th edition). United States: McGraw-Hill Education - Europe
- Chepkoech, R. C. (2015) Performance Management in the Kenyan Telecommunication Sector.
- Chua, Y.P. (2012). Mastering Research Methods. Shah Alam: McGraw- Hill (Malaysia) Sdn.
- Cook, C.W. & Hunsaker, L. P (2001) Management and Organizational Behaviour, 3rd ED., New York, NY: McGraw Hill.
- Cooke, F. L., Wood, G. & Horwitz, F. (2015). Multinational firms from emerging economies in Africa: Implications for research and practice in human resource management. *The International Journal of Human Resource Management*, 26(21), 2653-2675.

- Cooper, R. D., & Schindler, P. S. (2003). *Business Research Methods*. (8th Edn.) New Delhi: Tata McGraw-Hill Edition.
- Cravens, K. S., Oliver, E. G., Oishi, S. and Stewart, J. S. (2015), "Workplace culture mediates performance appraisal effectiveness and employee outcomes: A study in a retail setting. *Journal of Management Accounting Research*, 27(2), 1- 34.
- Dzinkowski, R. (2010). The Value of Intellectual capital. *The Journal of Business Strategy* 21(4), 3-4.
- Edirisooriya, W. A. (2014). Impact of Rewards on Employee Performance: With Special Reference To Electrico. *In Proceedings of the 3rd International Conference on Management and Economics*, P, 312-318.
- Elliott, K. (2015). Teacher Performance Appraisal: More about Performance or Development. *Australian Journal of teacher education*, 40(9), 102-111
- Elnaga, A., & Imran, A. (2013). The effect of training on employee performance. *European Journal of Business and Management*, 5(4), 137-147.
- Federation of Somali trade unions, (2017). Somalia Human And Trade Union Rights Report. Mogadishu: <https://www.ituc-africa.org>. <https://www.ituc-africa.org/IMG/pdf/festu-htur-report-2017.pdf>.
- Freeman, K. (2002). *Understanding Performance Appraisal: Social Organization and Goal-Based Perspective*. Thousand Oaks: Ca Sage.
- Gorondutse, A. H., & Hilman, H. (2014). Effect of business social responsibility (BSR) on the performance of SMEs: Data screening and preliminary analysis. *Asian Social Science*, 10(8), 103.
- Hair, J., Anderson, R., Tatham, R., & Black, W. (2010). *Multivariate Data Analysis*. Upper Saddle River, NJ: Prentice-Hall International.

- Halidu, S. G. (2015). The impact of training and development on workers' productivity in some selected Nigerian universities. *International Journal of Public Administration and Management Research*, 3(1), 10-16.
- Hanaysha, J. (2016). Improving employee productivity through work engagement: Evidence from the higher education sector. *Management Science Letters*, 6(1), 61-70.
- Hartzell, D. (2006). Dictionary of Management. New Delhi: Academic Publishers.
- Hinton, P.R., Brownlow, C., McMurray, I. & Cozens, B. (2004), SPSS Explained. Routledge (Taylor & Francis Group), 27 Church Road, Hove, East Sussex BN3 2FA, Tata McGraw-Hill Education Pvt. Ltd.
- Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: a review of four recent studies. *Strategic Management Journal*, 20 (2), 195-204.
- Ibrar, M., & Khan, O. (2015). The impact of reward on employee performance (a case study of Malakand Private School). *International letters of social and humanistic sciences*. Vol. 52, 95-103.
- Johnson, R.E., Chang, C., and Yang, L., (2010). Commitment and motivation at work: the relevance of employee identity and regulatory focus, *Academy of Management Review*, 35 (2), 226-245.
- Kalangulla, G. (2015). The Impact of Reward System on Employee Performance: A Case Study of Bank of Tanzania (Doctoral Dissertation, the Open University of Tanzania).
- Kamal, M. O., & Abdiaziz, A. I. (2019). Impact of Training on Employee Performance: A Case Study of Salaam Somali Bank of Somalia. *International Journal of Science and Research*, 8(1) 1330-1332.
- Kamoche, K., Chizema, A., Mallahi, K. & Kahindi, N. A. (2012). New directions in the management of human resources in Africa. *The International Journal of Human Resource Management*, 23(14), 2825- 28-34.

- Kathombe, M. W., Kipchumba, S., & Kirui, K. (2018). Reward Management Strategies and Employee Performance in Selected Universities in Nakuru County, Kenya. *Journal of Human Resource Management*, 6(3), 95-102.
- Kavanagh, P., Benson, J., & Brown, M. (2007). Understanding performance appraisal fairness. *Asia Pacific Journal of Human Resources*, 45(2), 132-150.
- Kelly, T. G. (2010). Recognition and Reward it takes more than just a paycheck. <http://www.orcpa.org/pressroom/hotnews/employeeerewards.htm>. Accessed, March 5th, 2016.
- Khan, A. (2006). Performance appraisal's relation with productivity and job satisfaction. *Journal of Managerial sciences*, 1(2), 114.
- Khawaja & Nadeem (2013). Training and development program and its benefits to employee and organization: A conceptual study. *European Journal of Business and Management*, 5(2), 22-28.
- Kibichii, K. E., Kiptum, K. G., & Chege, K. (2016). Effects of Performance Management Process on Employee Productivity: A Survey of Commercial Banks in Turkana County. *Journal of Business and Management*, 18(11), 52-64.
- Kibisu, P. A., Muturi, W., & Elijah, C. M. (2014). Effect of Reward Systems on Employees' Achievement of Targets in the Semi-Autonomous Government Agencies: A Case Study of Migori Sub-Country. *International Journal for Innovation Education and Research*, 2(11), 184-208.
- Kondrasuk, J. N. (2011). So what would an ideal performance appraisal look like. *Journal of Applied Business and Economics*, 12(1), 57-71.
- Krejcie, R.V. & Morgan, D.W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.
- Krekel, C., Ward, G., & De Neve, J. E. (2019). Employee Wellbeing, Productivity, and Firm Performance. Saïd Business School Wp, 4. Available at SSRN: <https://ssrn.com/abstract=3356581> or <http://dx.doi.org/10.2139/ssrn.3356581>

- Kretschmer, T. (2012). 'Information and communication technologies and productivity growth: A survey of the literature', OECD Digital Economy Papers, No. 195, OECD Publishing. Retrieved from <http://dx.doi.org/10.1787/5k9bh3jllgs7-en>
- Landa, E. (2018) Influence of Training on Employees Performance in Public Institution in Tanzania. *International Journal of Human Resource Studies*, 8(2)324-334
- Lange, P. (2015). Telecommunications Contribution To Public Finance In Somalia. <https://Somaliampf.Net/Wp-Content/Uploads/2019/04/Telecommunications-Contribution-To-Public-Finance-In-Somalia.Pdf>.
- Lange, P. (2015). Telecommunications Contribution To Public Finance In Somalia. <https://Somaliampf.Net/Wp-Content/Uploads/2019/04/Telecommunications-Contribution-To-Public-Finance-In-Somalia.Pdf>.
- Lin, H.F., (2007). Effects of extrinsic and intrinsic motivation on employee knowledge sharing intention, *Journal of Information Science*, 33(2): 135-158.
- Long, C. S., Kowang, T. O., Ismail, W. K., & Rasid, S. Z. (2013). A review on performance appraisal system: An ineffective and destructive practice. *Middle East Journal of Scientific Research*, 14(7), 887-891.
- Mackey, K., Johnson, G. (2000). The Strategic Management of Human Resources in New Zealand. Auckland: Irwin/McGraw Hill.
- Mahmoud, M. A., Ahmad, S., & Poespowidjojo, D. A. (2018). The role of personality and Intrapreneurial Behavior on Individual Performance: Data Screening and Preliminary Analysis. *Asian Journal of Multidisciplinary Studies*, 6(2), 38-46.
- Mahmoud, M. A., Muharam, F. M., & Mas'ud, A. (2015). Factors that influence the entrepreneurial intention of Nigerian postgraduates: Preliminary analysis and data screening. *Asian Social Science*, 11(4), 180.
- Maiyaki, A. A., & Mouktar, S. S. M. (2011). Influence of service quality, corporate image, and perceived value on customer behavioral responses in Nigerian Banks: Data

screening and preliminary analysis. *International Conference on Management Proceeding*, 547-568.

Maloa, F. (2016). An evaluation of a performance management system in a freight rail organization (Doctoral dissertation).

Mani, B. G. (2002). Performance appraisal systems, productivity, and motivation: A case study. *Public Personnel Management*, 31, (2), 141-159.

McNamara, C. (2006). Field guide to consulting and employee development: a collaborative and systems approach to performance, change and learning. Minneapolis: Authenticity Consulting LLC.

Mohamed, A. I., Omar, A. H., & Ibrahim, I. S. A. (2013). The relationship between employee satisfaction and customer retention in Somalia Companies. *Academic Research International*, 4(6), 392.

Mollel, E. R., Mulongo, L. S., & Razia, M. (2017). The influence of performance appraisal practices on employee productivity: A case of Muheza District, Tanzania. *Issues in Business Management and Economics*, 5(4), 45-59.

Muhammad, S. M. (2013). Key factors in performance management: Employee point of view. Bachelor's Thesis, Hamk University of Applied Science

Muhammad, S. M., & Surayya, A. (2013). Performance Appraisal and Employee's Motivation: A Comparative Analysis of Telecom Industry of Pakistan. *Pakistan Journal of Social Sciences*, 33(1), 179-189.

Munguti, B. K., & Kanyanjua, D. (2017). Performance appraisals practices and employee productivity in Kenya: A case study of Savannah Cement Ltd. *International Academic Journal of Human Resource and Business Administration*, 2(4), 82-96.

Mwema, N. W., & Gachunga, H. G. (2014). The Influence of Performance Appraisal on Employee Productivity in Organizations: A Case Study of Selected WHO Offices In East Africa. *International Journal of Social Sciences and Entrepreneurship*, 1 (11), 324-337.

- Ngwa, W. T., Adeleke, B. S., Agbaeze, E. K., Ghasi, N. C., & Imhanrenialena, B. O. (2019). Effect of Reward System on Employee Performance among Selected Manufacturing Firms in the Litoral Region of Cameroon. *Academy of Strategic Management Journal*, 18(3), 1-14
- Nollman, M. R. (2013). Sustainability Initiatives in the Workplace and Employee Productivity (Master Thesis), Southern Illinois University Carbondale.
- Nurse, L. (2005). Performance appraisal, employee development, and organizational justice: exploring the linkages. *The International Journal of Human Resource Management*, 16(7), 1176-1194.
- Nwanolue, P. B., Obiora, D. C., & Ezeabasili, I. E. (2018). Performance Management and Employee Productivity in Chukwuemeka Odumegwu Ojukwu University. *International Journal of Humanities and Social Science*, 3(11), 23-37.
- Obdulio, D. L. (2014). How management can improve corporate culture in order to have an effective work environment. *Trade Publication*, 75(8), 14.
- Odhiambo, E. O. (2015). The Effect Of Performance Management Practices On Employee Productivity A Case Study Of Schindler Limited (Doctoral Dissertation, United States International University-Africa).
- Okeke, M. N., Onyekwelu, N. P., Akpua, J., and Dunkwu C. (2019). Performance Management and Employee Productivity in Selected Large Organizations in South-East, Nigeria. *Journal of Business Management*, 5(3)57-67.
- Omokorede, A. O. (2017). Reward System and Employee Performance Of Selected Manufacturing Companies In Lagos State, Nigeria (Doctoral Dissertation, Babcock University).
- Omusebe, J. M. S., Kimanichege, G., & Musiega, D. (2013). Effect Of Performance Appraisal On Employee Productivity A Case Study of Mumias Sugar Company Limited. *International Journal of Innovative Research & Development*, 2(9), 50-57.

- Onyije, O. C. (2015). Effect of performance appraisal on employee productivity in a Nigerian University. *Journal of Economics and Business Research*, 21(2), 65-81.
- Pallant, J. (2007). *SPSS Survival Manual: A Step by Step Guide to Data Analysis using SPSS for Windows (3rd Ed.)*. England: McGraw Hill Open University Press.
- Pallant, J. (2013). *SPSS survival manual*. UK: McGraw Hill Education.
- Panekenan, R. M., Tumbuan, W. J., & Rumokoy, F. S. (2019). The Influence of Reward and Punishment toward Employee's Performance at Bank Indonesia Branch Manado. *Jurnal Emba: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 7(1), 471 – 480.
- Paul, S. O., Olumuyiwa, F. O., & Esther, O. A. (2015). Modeling the relationship between performance appraisal and organizational productivity in Nigerian public sector. *Journal of Global Economic*, 3 (1), 129-145.
- Poister, T. (2003). *Measuring performance in public and nonprofit organizations*. San-Francisco: Jossey Bass.
- Purcell, J., Kinnie, N., Hutchinson, S., Rayton, B., & Swart, J. (2003). *Understanding the People and Performance Link: Unlocking the Black Box*. London, U. K.: Chartered Institute of Personnel and Development.
- Rahim, S. A. and Isak, A. A. (2019). a relational study between training and employee performance of nationlink telecom inc. in Somalia. *international journal of multidisciplinary research review*, 8(7), 1-9.
- Raja, A. G. K., Furqan, A. K. & Muhammad, A. K. (2011). Impact of Training and Development on Organizational Performance. *Global Journal of Management and Business Research*, 11(7), 65-70
- Robert, A. & Tybout, M. ((2007). Performance management in the public sector: Fact or fiction? *International Journal of Productivity and Performance Management*, 53(3), 245-260.

- Rugami, I., Wambua, P., & Mwatha, S. (2016). Reward Systems and Employee Performance in the Print Media Sector In Kenya. *European Journal of Business and Strategic Management*, 1(1), 100-116.
- Sabir, R. I., Akhtar, N., Bukhari, F. A. S., Nasir, J., & Ahmed, W. (2014). Impact of training on the productivity of employees: A Case study of electricity supply company in Pakistan. *International Review of Management and Business Research*, 3(2), 595-606.
- Sajuyigbe, A. S. (2017). Impact of Performance Appraisal on Employee Performance in Nigerian Telecommunication Industry (A study of MTN, Nigeria). *International Journal of Economics and Business Management*, 3(1), 80-90.
- Salah, M. R. A. (2016). The influence of rewards on employees performance. *British Journal of Economics, Management & Trade*, 13(4), 1-25.
- Salah, M. R. A. (2016). The influence of rewards on employees' performance. *British Journal of Economics, Management & Trade*, 13(4), 1-25.
- Sanyal, S., & Hisam, M. W. (2018). Impact of training and development on the performance of employees- A comparative study on select banks in sultanate of Oman. *International journal of scientific research and management*, 6(3), 191-198.
- Satterfield, J. M. & Hughes, E. (2007). Emotion skills training for medical students: a systematic review. *Medical education*, 41 (9), 35-41.
- Sauermann, J. (2016). Performance measures and worker Productivity. Iza world of labor.
- Scheuer, J. (2014). Managing employees' talk about problems in work in performance appraisal interviews. *Discourse Studies*, 16 (3), 407-429.
- Sekaran, U. and Bougie, R. (2010). Research methods for business (5th edn). West Sussex: John Wiley & Sons.
- Sekaran, U., & Bougie, R. (2003). Research Methods for Business, a Skill Building Approach, New York, NY: John Willey & Sons.

- Sekaran, U., & Bougie, R. (2003). *Research Methods for Business, a Skill Building Approach*. New York, NY: John Willey & Sons.
- Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill-building approach* (5th Ed.). Chichester: John Willey and Sons Ltd.
- Sharma, M. S., & Sharma, M. V. (2014). Employee Engagement to Enhance Productivity in Current Scenario. *International Journal of Commerce, Business and Management*, 3(4), 595-604.
- Stivers, B. P., & Joyce, T. (2000). Building a balanced performance management system. *SAM Advanced Management Journal*, 65(2), 22.
- Stoner, J. A. F., Freeman, R. E., & Gilbert, D. R. (2005). *Management*. India: Prentice-Hall
- Sultana, A., Irum, S., Ahmed, K., & Mehmood, N. (2012). Impact of training on employee performance: A study of telecommunication sector in Pakistan. *Interdisciplinary Journal of contemporary research in business*, 4(6), 646-661.
- Tabachnick, B.G., & Fidell, L.S. (2007). *Using multivariate statistics* (5th edition). Boston: Pearson Education Inc.
- Thompson, S. K. (2012) *Sampling* (3th Edition). New York, NY: Wiley & Sons.
- Walters, (2005). *Managing Performance In The Public Sectors: Concepts, Considerations, And Challenges*, Englewood: Prentice-Hall.
- Wasiu, B. O., & Adebajo, A. A. (2014). Reward System and Employees Performance in Lagos State: A Study of Selected Public Secondary Schools. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 33(2536), 1-15.
- Woyessa, Y. E. (2015). *The Effectiveness of Performance Management Systems at the Central university of Technology, Free State* (Doctoral Dissertation, University of the Free State).

- Yadav, R. K., & Dabhade, N. (2013). Performance management system in Maharatna Companies (a leading public sector undertaking) of India—a case study of BHEL, Bhopal (MP). *International Letters of Social and Humanistic Sciences*, 4(49), 49-69.
- Zayum, S. S., Aule, O., and Hangeior A. A. (2017). Performance Appraisal And Employee Productivity In Plateau State Internal Revenue Service, Nigeria. *Journal of Public Administration and Governance*, 7 (4) 24-35
- Zekeri, O., Olusegun, S., Mayowa, O. P., & Sunday, Y. O. (2019). Effect of Performance Appraisal on Employees' Performance of Selected Deposit Money Banks in Lokoja. *Ilorin Journal of Human Resource Management*, 3(2), 85-100.



APPENDIX 1: QUESTIONNAIRE



A SURVEY ON EFFECT OF PERFORMANCE MANAGEMENT ON EMPLOYEE PRODUCTIVITY IN SOMALI TELECOMMUNICATION SECTOR

Dear Sir/Madam,

I am a Masters student at Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia conducting research on the effect of performance management on employee productivity in the Somali telecommunication sector. This survey is for the purpose of an academic exercise and part of the requirement for the award of a Master's Degree. Therefore, this questionnaire is aimed at obtaining your valuable opinion in order to obtain information needed for the success of the study. Your responses will be treated with ultimate confidence and used strictly for academic purpose. The questionnaire is expected to take only 10 minutes of your precious time to complete.

I greatly appreciate your participation in the study. Thank you for your cooperation and forgiving part of your time for the survey.

Best regards

Abdulkadir Yusuf Mohamud

MSc. Students

Universiti Utara Malaysia

Email: Kaadirc6@gmail.com

Phone number +60189487409

SECTION A:

Please provide the appropriate information by ticking [√] in the box to show your answer

1. Gender

Male [] Female []

2. Age

18 – 21 years [] 22-25 years [] 26 – 30 years [] 31 – 36 years [] 37 and above []

3. Marital status

Single [] Married []

4. Education Level

Secondary School [] Bachelor Degree [] Master Degree []

5. How many years have you worked at this organization?

Less than 1 year [] 2 – 5 years [] 6 – 10 years [] above 11 years []

SECTION B:

1. Performance Appraisals

Please indicate the extent to which you agree with the following statements by using a scale of 1 to 5 where 1= strongly disagree and 6 = strongly agree.

STATEMENT	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Performance appraisal makes me work harder than expected	1	2	3	4	5
2. Performance appraisal makes me work at my normal pace	1	2	3	4	5

3. Performance appraisal makes me work below expectation due to how it is conducted	1	2	3	4	5
4. If don't agree with performance appraisal score, there is appeal process	1	2	3	4	5
5. Performance appraisal makes me better understand what should be doing	1	2	3	4	5
6. Performance appraisal is used as a decision making tool for the increasing my performance.	1	2	3	4	5
7. Performance appraisal influences positively individual performance	1	2	3	4	5
8. I often perform better than what can be expected without appraisal.	1	2	3	4	5
9. Performance appraisal is valuable to my performance in my organization	1	2	3	4	5
10. Am satisfied with the current performance appraisal system in the organization	1	2	3	4	5

2. Reward Systems

Please indicate the extent to which you agree with the following statements by using a scale of **1 to 5** where **1= strongly disagree** and **6 = strongly agree**.

STATEMENT	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-----------	-------------------	----------	---------	-------	----------------

1. The rewards provided by my organization very frequently motivate us to give our best.	1	2	3	4	5
2. The rewards provided by my organization sometimes serve to improve on my productivity.	1	2	3	4	5
3. My organization influences my productivity by linking the reward on job promotion	1	2	3	4	5
4. The rewards motivate me to be timely in completing my duties.	1	2	3	4	5
5. The rewards are varied and satisfactory.	1	2	3	4	5
6. My level of wage is fair and satisfactory to the degree of my performance.	1	2	3	4	5
7. Reward opportunities encourage staff to be creative.	1	2	3	4	5
8. Bonuses increase my performance	1	2	3	4	5
9. Appreciation by managers increases my success at work.	1	2	3	4	5
10. When rewarded I seek for ways of improving the performance of the organization.	1	2	3	4	5

3. Training

Please indicate the extent to which you agree with the following statements by using a scale of **1 to 5** where **1= strongly disagree** and **6 = strongly agree**.

STATEMENT	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Appropriate the content of the training Programs to the experiences And needs of employee	1	2	3	4	5
2. Provide Employee Training Required For Functional Requirements	1	2	3	4	5
3. The Trainer Gives Enough Time For Working Activities And Practical Exercises	1	2	3	4	5
4. The Trainer Gives The Opportunity For Questions And Discussion	1	2	3	4	5
5. The Tools And Techniques Which Used In Training Are Adequate And Effective	1	2	3	4	5
6. The Way Which Used On Training Operations Is Good And Effective	1	2	3	4	5
7. Training Objectives Linked To Current And Future Goals Of The Organization	1	2	3	4	5
8. The Current Training System Is An Effective And Adequate Enterprise Needs	1	2	3	4	5

4. Employee Productivity

Please indicate the extent to which you agree with the following statements by using a scale of **1 to 5** where **1= strongly disagree** and **6 = strongly agree**.

STATEMENT	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The level of employee productivity in the company is high as compared to the beginning.	1	2	3	4	5
2. The current level of employee productivity is high.	1	2	3	4	5
3. The current level of the decision making process in the company is highly formal.	1	2	3	4	5
4. The quality of the products in the company is high.	1	2	3	4	5
5. The quality of the services in the company is high.	1	2	3	4	5
6. The ability of the employees to be innovative is high.	1	2	3	4	5

End

Thank you so much

APPENDIX 2 ANOVA SAMPLE SIZE

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.748	3	1.583	9.097	.000 ^b
	Residual	18.444	106	.174		
	Total	23.192	109			

a. Dependent Variable: EMP

b. Predictors: (Constant), TRN, PAP, RWS



APPENDIX 3 SAMPLE SIZE

Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Source: Krejcie & Morgan (1970).